



# UK Border

**Independent Chief  
Inspector of the  
UK Border Agency**  
and Independent Monitor for  
Entry Clearance Refusals  
without the right of appeal

Annual Report for 2010-11



# Independent Chief Inspector of the UK Border Agency

## Annual Report 2010 – 2011

**Independent Chief Inspector of the UK Border Agency, and Independent Monitor for Entry Clearance Refusals without the Right of Appeal, Annual Report for the period October 2010 – October 2011**

Presented to Parliament pursuant to Section 50(2) of the UK Borders Act 2007 and Section 23 (4) of the Immigration and Asylum Act 1999.

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## **Our Purpose**

We work to ensure independent scrutiny of the work of the UK Border Agency, providing confidence and assurance as to its effectiveness and efficiency.

## **Our Vision**

To see that the UK Border Agency delivers fair, consistent and respectful services, acting as a catalyst for improvement.

# Foreword from John Vine CBE QPM

Independent Chief Inspector of the UK Border Agency



It gives me great pleasure to present my third Annual Report as the Independent Chief Inspector of the UK Border Agency. I am also reporting in my capacity as the Independent Monitor for Entry Clearance Refusals without the Right of Appeal.

This year has been extremely busy for the inspectorate. We have delivered a full programme of work against an ambitious inspection plan, at a time of considerable financial restraint requiring a 15% cut in our budget. We have increased the breadth and depth of our examination of the UK Border Agency's business, focusing on areas which are of interest to Parliament and the public.

My role is to provide confidence and assurance about the efficiency and effectiveness of the Agency, particularly in respect of its consistency of approach, its decision-making, how it exercises enforcement powers and how it treats people.

I also have a specific duty to make recommendations about how the Agency deals with unfounded claims for asylum and how it complies with the law about discrimination in the exercise of its functions.

Each of my inspections looks at how the Agency carries out its main functions, such as making decisions on who can enter and stay in the UK and the prevention and detection of immigration and customs offences. I then assess how these functions have been discharged.

I believe in a transparent approach to inspection. I give formal notice of most of my inspections to the Agency. However, I have continued the practice of conducting unannounced or short-notice inspections where I believe that the public requires reassurance that the Agency is using its powers in an appropriate way. This year I have focused my unannounced and short-notice inspections on examining arrest team operations where the Agency teams are exercising police-like powers of arrest and the associated powers of entry, search and seizure.

I publish my inspection plan on an annual basis and I also share my emerging findings from each inspection with the Agency. Additionally, once my reports are drafted, I invite the Agency to review each report for factual accuracy.

This year I have also developed and published new inspection criteria to enable more accurate and evidence-based assessment of the efficiency and effectiveness of the Agency. The criteria are available on my website<sup>1</sup> and focus on the following three overarching themes:

- Operational Delivery;
- Safeguarding Individuals;
- Continuous Improvement.

This reporting year I have produced 19 reports and made 125 recommendations across a range of Agency functions.

I have experienced positive engagement from managers and staff, and I have sensed openness from frontline staff towards the overall inspection process.

However, I would like to see more enthusiasm from the Agency in utilising my recommendations to improve the overall quality of their customer service. I would also like to see more evidence of immediate change taking place following acceptance of my recommendations.

**“I would like to see more enthusiasm from the Agency in utilising my recommendations to improve the overall quality of their customer service.”**

With this in mind, I would expect the Agency to consider the wider implications of each report for the whole organisation – not just the department or directorate which has been the focus of the inspection.

<sup>1</sup> [www.independent.gov.uk/icinspector](http://www.independent.gov.uk/icinspector)

## Good Practice

In carrying out my inspections, I have identified examples of a sound professional service being delivered.

In my inspection of the Tier 2 (skilled worker) points-based system, I reported that the Agency was processing applications within time, had cleared backlogs and had improved performance while maintaining the quality of decision-making.

My Foreign National Prisoners thematic inspection highlighted the Agency's increased emphasis on deporting people under the Early Removals Scheme and the Facilitated Returns Scheme with consequent reductions in the cost of detention and savings for the taxpayer.

In my inspection of the Agency's work on nationality, I found a well-managed operation working to realistic targets and delivering a good standard of service to British citizenship applicants.

**“I found evidence of effective operations which resulted in significant seizures of illicit goods leading to arrests and prosecutions for both immigration and customs offences.”**

During my inspections of the Agency's use of intelligence as well as the Risk and Liaison Overseas Network (RALON) teams in Islamabad and the United Arab Emirates, I found evidence of effective operations. These operations resulted in significant seizures of illicit goods leading to arrests and prosecutions for both immigration and customs offences.

However, I believe that the Agency can provide a better customer-focused service. On the evidence of my work this year, I should like to see the Agency:

- getting more right first time;
- adopting a consistent approach;
- making full use of its powers to enforce the law; and

- using intelligence to prevent and detect immigration and customs offences.

## Getting it right first time

My inspections continue to expose issues where more of a 'right first time' approach needs to become the norm.

In my inspections of entry clearance, I have found a continued widespread practice of staff not retaining supporting documents and attaching them to individual files. This makes it impossible for inspectors to check whether the decision to grant or refuse entry clearance had been made correctly. The Agency has accepted that this should not happen, based on my recommendations and those of the previous Independent Monitor.

The quality and efficiency of entry clearance decision-making is crucial in encouraging legitimate visitors who are travelling to the UK for a variety of purposes such as business, education and tourism. It also plays a key role in encouraging and facilitating business in, and trade with, the UK.

However, error rates are still far too high in the Agency's visa decision-making, with too much emphasis placed on achieving numerical targets and not enough on the quality of decision-making. In my inspections of both the Amman and Istanbul visa sections, I discovered significant issues with the quality and consistency of decision-making.

**“Error rates are still far too high in the Agency's visa decision-making, with too much emphasis placed on achieving numerical targets and not enough on the quality of decision-making.”**

These issues are, unfortunately, not exceptional and are leading to extra work for the Agency by creating high levels of appeals, as well as an unnecessary additional burden on the First-tier Tribunal (Immigration and Asylum Chamber).

Effective representation at appeal is essential if the Agency is to defend appeals against decision-making. In my inspection of representation at First-tier appeals in Scotland, I found that the Agency's

Presenting Officers' Unit was well regarded by the First-tier Tribunal. However, they were falling far short of achieving their target of 100% attendance at appeals.

I continue to experience difficulties in obtaining accurate or timely information from the Agency. There have been occasions where case files cannot be accessed because they are filed incorrectly or, in some cases irretrievably lost. This was a key feature of my inspection of the use of Country of Origin Information (COI).

## **Adopting a consistent approach**

Inconsistency of approach has also been a common theme again this year.

There is still room for improvement regarding Tier 4 (students) visa applications. The Agency was not consistently achieving its own target of dealing with reviews within a 28-day period at the time of my inspections. This resulted in student applicants re-applying and paying a further fee in order to commence their studies on time at the start of the academic year.

In my inspection of entry clearance in Abu Dhabi and Islamabad, I found that UK Border Agency staff were taking a different approach towards applicants from Abu Dhabi, Bahrain and Dubai, compared to those from Pakistan. I found that staff were applying higher evidential requirements for entry to the UK to applicants from Pakistan and that this was not made clear to them at the time of application.

As well as being an inconsistent practice, the applicant must know, or have a reasonable chance of finding out, what is expected of them in order for their application to be properly considered.

In my inspection of the use of COI, I found inconsistencies and selectivity in the way it was used, with the risk that case owners might make decisions to grant or refuse a claim for asylum without taking account of all of the available evidence.

## **Making full use of its powers to enforce the law**

I have also found that the Agency can be inconsistent in exploiting available powers. I have been surprised by the number of times I have reported that the Agency is not making full use of the powers it has available to enforce the law effectively.

In my inspection of the Agency's Civil Penalties Compliance Team, I found a considerable gap between the total amount of fines issued to employers for employing illegal workers and the total amount of fines actually collected by the Agency.

Parliament gave the Agency the power to impose fines to deter employers from creating a market-place for illegal working. Without robust enforcement, the deterrent effect of this tactic will be fundamentally weakened.

## **Using intelligence to prevent and detect immigration and customs offences**

Finally, the Agency must make better use of intelligence in order to inform its enforcement resources and activities.

Effective use of intelligence is essential in ensuring that parts of the organisation liaise effectively with each other and take a common approach to enforcement action.

Border operations at ports were a significant feature of my inspection plan this year. I would like to see the Agency address intelligence gaps in its operations at the UK border in order to ensure that it is more effective in detecting immigration offenders and illicit goods.

**“I would like to see the Agency address intelligence gaps in its operations at the UK border in order to ensure that it is more effective in detecting immigration offenders and illicit goods.”**

As part of my inspection of Scotland and Northern Ireland, I found that there was no routine policing of the small ports and there was no up-to-date assessment of the threat posed by movement through these ports.

I found that considerable effort had been expended to search freight with little or no success – at one airport, no illicit goods had been seized over a fourteen-month period.

In my thematic report on intelligence, I was concerned to find that, while the Agency encourages the public to provide information on immigration offences, it routinely failed to capture whether allegations received had been acted on, or how many had resulted in the prevention and detection of immigration crime.

The Agency should be able to identify how many immigration offenders have been arrested as a result of intelligence activity, if only to assess how effective the investment in intelligence has been.

## **Conclusion**

Inspection exposes the gap between an organisation's strategic intention and what is experienced in reality.

My inspectorate has now been established for three years, during which time I have produced well-researched reports that provide assurance to the public and Parliament about the Agency's effectiveness and efficiency.

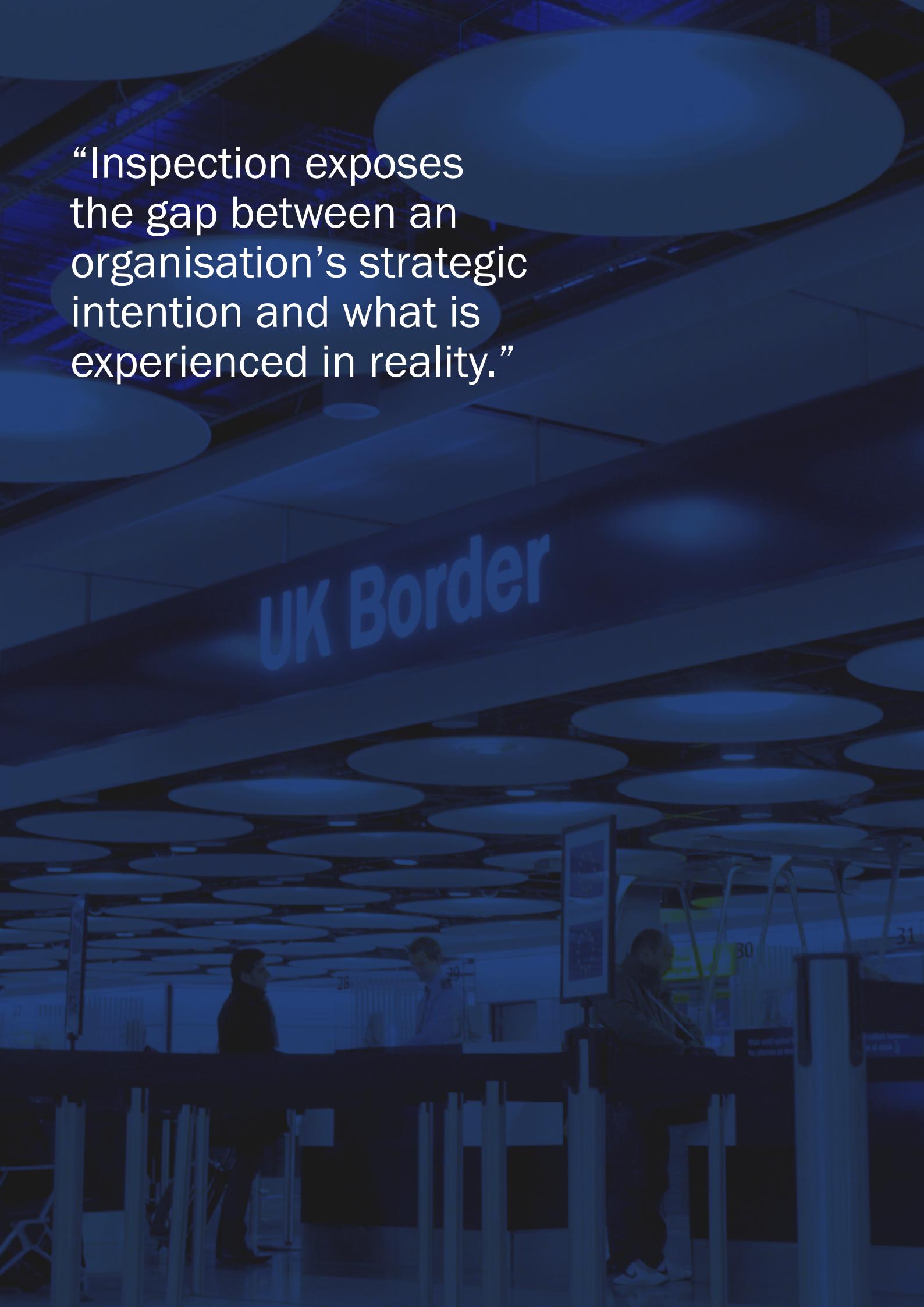
The Agency now needs to make progress with each of the recommendations it has accepted over the past reporting year, avoiding the need for repeat recommendations during future inspections.

Over the coming year I look forward to positive and proactive engagement with the new Chief Executive of the UK Border Agency, Rob Whiteman, and hope that my inspections will act as a catalyst for a new phase of modernisation, innovation and improvement.

I am currently developing a full programme of work for 2012-13 which will continue my aim of driving improvement across every part of the organisation.



**John Vine**  
**Independent Chief Inspector of the**  
**UK Border Agency**



“Inspection exposes the gap between an organisation’s strategic intention and what is experienced in reality.”

# Role and Remit

The role of the Independent Chief Inspector of the UK Border Agency was established by the UK Borders Act 2007 to examine the efficiency and effectiveness of the UK Border Agency.

The initial remit was to consider immigration, asylum and nationality issues. This was subsequently widened when the Borders, Citizenship and Immigration Act 2009 gave the Chief Inspector additional powers to look at border customs functions and contractors employed by the Agency.

The Chief Inspector is an independent public servant, appointed by and responsible to the Home Secretary. The Chief Inspector can also be called to give evidence to the House of Commons Home Affairs Select Committee.

## The Legislative Framework

Sections 48-56 of the UK Borders Act 2007 set out the legislative framework for the inspection of the UK Border Agency. In short, the Act:

- requires the Secretary of State to appoint a Chief Inspector to evaluate the efficiency and effectiveness of the UK Border Agency in dealing with asylum, immigration and nationality matters;
- extends the Chief Inspector's remit to cover all UK Border Agency staff, both in the UK and overseas;
- requires the Chief Inspector to publish an annual report which the Secretary of State places before Parliament;
- does not permit the Chief Inspector to investigate individual cases, but allows him to use such cases as evidence for wider inspections;
- provides for the Secretary of State to request the Chief Inspector to carry out an investigation into any matter regarding asylum, immigration, customs and nationality matters; and
- requires the Chief Inspector to consult the Secretary of State regarding his inspection plans, but this does not prevent him working outside the plans where he regards this as appropriate.

# Our Inspection Findings

## The UK Programme

The UK programme has continued its focus on the work performed by the UK Border Agency's geographical regional operations. Inspections have concentrated on two UK Border Agency regions: the North West and Scotland & Northern Ireland.

My five North West inspections gave further evidence of the themes identified last year:

- that information is not shared in a timely manner and cannot be trusted to be accurate; and
- that the Agency is not yet implementing national policy at a local level consistently.

In my inspection of Manchester Airport, staff told me that passengers arriving on international flights could transfer to the domestic terminal and potentially leave the airport without passing through any primary controls. My inspectors were provided with a walk-through of the areas concerned. Although this had already been drawn to the attention of managers, at the time of inspection no contingency plans had been put in place to deal with this risk.

My inspection of two North West Local Immigration Teams found that although newly operational at the time of inspection, they needed to develop performance measures and were not in a position to assess if improvement in their service to the public had been achieved.

**“In the North West region, the Nationality team stood out as a centre of excellence.”**

In the North West region, the Nationality team stood out as a centre of excellence in terms of efficiency and the provision of a high level of personal service to applicants.

The Command and Control Unit, which provides 24-hour support to the police and Agency

operational staff, lacked a clear overall purpose and had performed limited data analysis to predict trends and identify priorities.

The Civil Penalties Compliance Team inspection identified a passive approach towards imposing civil penalties and collecting those imposed. Worse, financial information was misleading, lacked transparency and misrepresented the true position regarding civil penalty collection success: the value of civil penalties collected was only a fraction of the amount imposed.

My Scotland and Northern Ireland inspections, like their North West counterparts, identified Agency staff's dedication and commitment. However, in some areas I found that commonality of process, use and awareness of up-to-date guidance and information-sharing were weak.

The Border Operations inspection found that, while frontline staff demonstrated a commitment to identifying and seizing illicit goods, staff deployment was prioritised to passport control, potentially at the expense of detecting drugs and other illicit goods. In addition, there were intelligence gaps about potential risks to the border, there was no current programme to assess the threats at small ports and responsibility for this work was unclear.

The inspection of the Common Travel Area looking at the control of movement of people across the Scotland and Northern Ireland border found that the Agency did not know how many immigration offenders had been arrested and had subsequently failed to report to a reporting centre, or how many of those had been recorded as absconders.

The inspection of the Agency's representation at First-tier appeals in Glasgow found that information on attendance at appeals was inconsistent, with 45% attendance recorded by the locally-based team, but 95% recorded centrally for the same team. Neither attendance level met the Agency's commitment to attend 100% of appeals. Stakeholders were again positive about the Agency and internal management was effective with clear targets and priorities.

In addition to regional inspections, I started my programme of short-notice inspections of arrest teams. 24 hours' notice was given to the Agency of my intent to inspect an arrest team in the London area and the Croydon arrest team inspection took place on 8 February 2011.

The Croydon arrest team inspection was, perhaps, the most disappointing of all my inspections this year as we observed significant non-compliance with the Agency's own guidance. The first arrest team visit was marked by a lack of formality and structure – the initial briefing failed to present all the relevant information and could have put both members of the public and Agency staff at risk in the subsequent operation. The formal recording of the visit was incomplete and could have left the Agency open to accusations of poor professional standards.

The findings of this inspection were acted on by the Agency and have led to a review and refresher training.

I conducted a second inspection of another arrest team in August 2011 and found noticeable improvements and a good level of professionalism.

Clear processes were in place to ensure that all arrest team members had received the required arrest and refresher training. Staff acted courteously and clearly identified themselves at all times.

## **The Thematic Programme**

My thematic inspections focused on issues which affect significant numbers of migrants and form major parts of the Agency's workload.

I published four thematic inspection reports:

- Tier 2 of the Points-Based System;
- the use of intelligence to prevent immigration and customs offences;
- the use of country information in deciding asylum applications; and
- the management of foreign national prisoners.

These inspections resulting in 42 recommendations, the overwhelming majority of which were accepted by the Agency.

My inspection of the Points-Based System focused on Tier 2 which enables skilled workers to come to the UK to fill gaps in the labour force. I made some

positive findings, particularly on the Agency's close working with employers and the prompt processing of applications.

However, I found that not enough was done to take action against people who had stopped working for their sponsoring employer. Also, despite the fact that the system depended on employers registering as sponsors to bring people to the UK, insufficient pre-licence checks were carried out due to the ambitious deadline for introducing Tier 2.

The use of intelligence is extremely important if the Agency is to prevent and detect immigration and customs offences. My inspection found that a large programme of change was taking place. But it was unacceptable that the Agency did not know whether allegations received from the public had resulted in the prevention or detection of offences. The Agency also needed to provide greater assurance that staff at ports of entry were not discriminating when subjecting people or goods to further examination.

In last year's inspection of asylum, I signalled the need to inspect how country information was used by staff to decide asylum applications.

There was positive evidence that decision-makers used the reports produced by the Agency's Country of Origin Information Service to make decisions. However, my sampling revealed that country information had been used selectively or otherwise inappropriately in a number of cases. Also, I found that information in the Agency's policy documents did not accurately reflect the full country situation and that the number of documents containing such information needed to be rationalised.

My inspection of the handling of foreign national prisoners found that over 20,000 people had been deported since 2007, with annual figures averaging over 5,000 since the law was changed to provide for 'automatic deportation' in cases where foreign national prisoners are sentenced to 12 months or more. The Agency was monitoring the issue more closely, but there remained significant improvements to be made. More needs to be done to manage the sharp rise in the number of foreign national former prisoners in the community and the Agency's decisions to deport were overturned by the courts in a large number of cases.

In addition, I found that large numbers of people were detained at the end of their sentence. The Agency needed to ensure that it carried out casework

more efficiently and that, where decisions to detain were based on the risk to the public, it clearly set out any evidence that people might re-offend.

**“The Agency needed to ensure that it carried out casework more efficiently and that, where decisions to detain were based on the risk to the public, it clearly set out any evidence that people might re-offend.”**

### The International Programme

My international programme has continued to focus on the UK Border Agency's entry clearance operation, particularly in relation to decision quality and treatment of customers. The work of entry clearance staff is crucial to helping the UK Border Agency address its purpose of securing the border and controlling migration for the benefit of the UK.

I carried out four inspections in the last 12 months, looking at visa sections in Abu Dhabi, Islamabad, Guangzhou, Amman and Istanbul, where I carried out a short-notice inspection for the first time.

I also undertook an inspection of the Risk and Liaison Overseas Network (RALON) to assess how effective the use of intelligence was in supporting the visa operation in Abu Dhabi and the Agency more widely. I noted that RALON made some significant achievements during a challenging transformation period. However, I found a need for greater cohesion in the use of intelligence.

**“Each of my inspections has produced mixed findings, demonstrating that the Agency needs to do much more to ensure that entry clearance decisions are made accurately, consistently, and fairly.”**

Each of my inspections has produced mixed findings, demonstrating that the Agency needs to do much more to ensure that entry clearance decisions are made accurately, consistently, and fairly.

In Abu Dhabi and Islamabad, although the administrative review process was working well generally, conclusion rate targets were not being met. While checks were made on applicants' circumstances before deciding their application, I was concerned that the focus on numerical targets impacted negatively on decision quality. The post was also losing half of its appeals.

My most significant finding was that staff may have been discriminating unlawfully against Pakistani nationals, imposing higher evidential requirements than those expected of applicants from Abu Dhabi, Bahrain or Dubai. My report resulted in a revised Ministerial Authorisation regulating any nationality-based discrimination.

In Guangzhou, I found effective joint working between staff and stakeholders. This was particularly evidenced by stakeholder support for actions taken by the post to combat abuse of Tier 4 applications. However, I was concerned by staff applying local interpretations to Tier 4 guidance, which were not communicated to customers.

I found similarly unacceptable practice in Abu Dhabi and Islamabad. I also found significant delays in the administrative review process and careless decision-making caused by a focus on productivity.

In Amman, I had serious concerns about quality, consistency and fairness of decision-making, including instances where applicants were refused entry clearance for failing to provide information which they could not have been aware of the need for at the time they applied.

This practice is unacceptable and unfair on applicants. I also had concerns about staff using risk profiles inappropriately to make decisions, and refusing decisions before verification checks could confirm the authenticity of documents. A lack of an audit trail – failing to retain documents on file or make adequate case-working notes – made it difficult to assess whether decisions had been made correctly.

This is a problem that I regularly find in visa sections, although I note that the Agency has issued guidance to staff instructing them to retain relevant documentation.

In Istanbul, I was pleased to find the refusal notices were among the best I have encountered. I also found a number of positive initiatives regarding stakeholders. However, I found similar problems in Amman with regard to applicants not being treated fairly when deciding their visa applications.

For example, I found that key evidence was overlooked and, again, applicants were refused entry clearance for failing to provide information that they could not have reasonably been aware of the need for at the time when they applied. This issue is of significant concern to me and is one that the Agency needs to quickly address.

## The Independent Advisory Group of Country of Origin Information

The work of the Independent Advisory Group on Country Information (IAGCI) has continued strongly during the reporting period. The IAGCI advises me about the content and quality of material produced by the UK Border Agency's Country of Origin Information Service (COIS), as well as making recommendations of a more general nature.

The Group has continued to develop and maintain an extremely constructive and professional inspection relationship with COIS, and has increased its workload this year, due, in part, to the proactive approach of COIS, and also to the commitment of the Group's members.

The IAGCI has held three meetings in this reporting period (January, May and October 2011) and has considered the following:

- **January 2011** – Country reviews of Algeria, Bangladesh, Eritrea and Iran.
- **May 2011** – Country reviews of Albania, Iraq and Pakistan.
- **October 2011** – Country reviews of Burma, Gambia, India, Occupied Palestinian Territories and Zimbabwe and a thematic review of women's issues in COI material.

Reports from all these meetings are published on my website.

## Membership

On 30 April 2011, the two-year membership period for all members of the IAGCI expired. I was very pleased to reappoint Dr Khalid Koser to the Chair of the Group for a further two-year period, and took the opportunity, with Dr Koser, to refresh the membership of the Group and bring in additional country expertise in the form of new academic members.

Current membership runs until 30 April 2013. I would like to place on record my thanks, both to the current membership and to those who stepped down in April 2011.

The Group is made up of individuals and organisations operating in the country information and / or the refugee fields.

### *Independent members:*

**Dr Khalid Koser** (Chair) (Geneva Centre for Security Policy, London University) – reappointed in May 2011

**Dr Laura Hammond** (School of Oriental and African Studies) – reappointed in May 2011

**Dr Christopher McDowell** (City University, London) – reappointed in May 2011

**Dr Ceri Oeppen** (University of Exeter) – appointed in May 2011

**Dr Elena Fiddian-Qasmiyah** (Refugee Studies Centre, University of Oxford) – appointed in May 2011

**Dr Mike Collyer** (University of Sussex) – appointed in May 2011

### *Organisational representatives:*

**Mr Andrew Jordan** (First-tier Tribunal (Immigration and Asylum Chamber) - reappointed in May 2011

**Ms Alexandra McDowall** (UNHCR, London) – until April 2011

**Mr Jerome Sabety** (UNHCR, Geneva) – reappointed until September 2011

**Ms Blanche Tax** (UNHCR, Geneva) – appointed from September 2011

**Dr Gottfried Zuercher** (International Centre for Migration Policy Development) – until April 2011

Meetings are also attended by representatives of the COIS at the UK Border Agency, and independent experts at the discretion of the IAGCI Chair.

Further details, terms of reference, minutes and reports from the IAGCI can be found on my website at <http://icinspector.independent.gov.uk/country-information-reviews/>

## Working in Partnership

I am committed to ongoing engagement and consultation with a wide range of stakeholders. It is vital that I work closely with key stakeholder organisations that have an interest in the UK Border Agency's activities.

In October 2010, I established the Inspectorate Reference Group to act in an independent advisory capacity, reacting to challenges and suggesting ways forward as the inspectorate develops. The Inspectorate Reference Group meets three times a year and I appoint its members for a period of two years. Issues of interest include:

- our organisational structure;
- our ways of working;
- how we relate to other organisations;
- how we respond to financial challenges; and
- internal training requirements.

Once again, I welcomed the opportunity to share my inspection findings with the House of Commons Home Affairs Select Committee when I appeared before them in May 2011.

As part of my ongoing consultation with key stakeholder groups, I invited members of the UK Council for International Student Affairs (UKCISA) and English UK to provide information about Tier 4 of the Points-based System to help define the scope of our upcoming Tier 4 inspection.

This small consultation exercise has proven to be both valuable and constructive and I intend to conduct similar small-scale stakeholder consultations in the future.

My Refugee and Asylum Forum provides regular opportunities for refugee and asylum stakeholders to bring key issues to my attention. The Forum continues to meet three times a year and helps to inform my inspection plan. I have also recently established two new stakeholder forums for airport and seaport issues as they relate to border control.

The first of these meetings took place in October 2011 and has given me the opportunity to focus on border control areas of interest and also to encourage airport and seaport stakeholders to bring proposals for consideration against my inspection plan and priorities.

I am currently working closely with colleagues from HM Inspectorate of Prisons on our first joint inspection. We are inspecting immigration casework in removal centres.

**“It is vital that I work closely with key stakeholder organisations that have an interest in the UK Border Agency’s activities.”**

# People and Resources

## Diversity

The inspectorate continues to maintain and develop a diverse team as a result of our open recruitment process. The past year has also seen a number of seconded staff join and leave the inspectorate from other areas of government. These measures ensure that the inspectorate continues to benefit from their range of skills, experience and knowledge.

I recently reorganised my staffing structure in order to concentrate resources on our front-line inspection effort. At the time of writing, the inspectorate had a head count of 32, made up of 26 inspection and six corporate support staff.

At the end of September 2011, the inspectorate was:

- 47% female, 53% male;
- 31% from an ethnic minority group;
- 25% aged under 35;
- 13% aged 50 and over; and
- 3% working flexible or reduced hours.

## Training and Development

Our work requires staff to be appropriately trained to carry out their duties in an effective and credible way. Going into our fourth year of operations, we have made use of the extensive knowledge we have gained and now run a series of internal staff development days which are led by both internal staff and guest speakers.

During the year we developed a bespoke series of courses in partnership with Westminster Explained, focusing on interview, report writing, analysis and presentation skills. By the end of October 2011, these courses had been delivered to all inspection staff members.

We also maintain a considerable programme of training and learning on the job, through the informal coaching and feedback routinely provided by team members and leaders to each other and, in particular, to new colleagues. I continue to believe that this form of learning is every bit as important as attending classroom or computer-based courses.

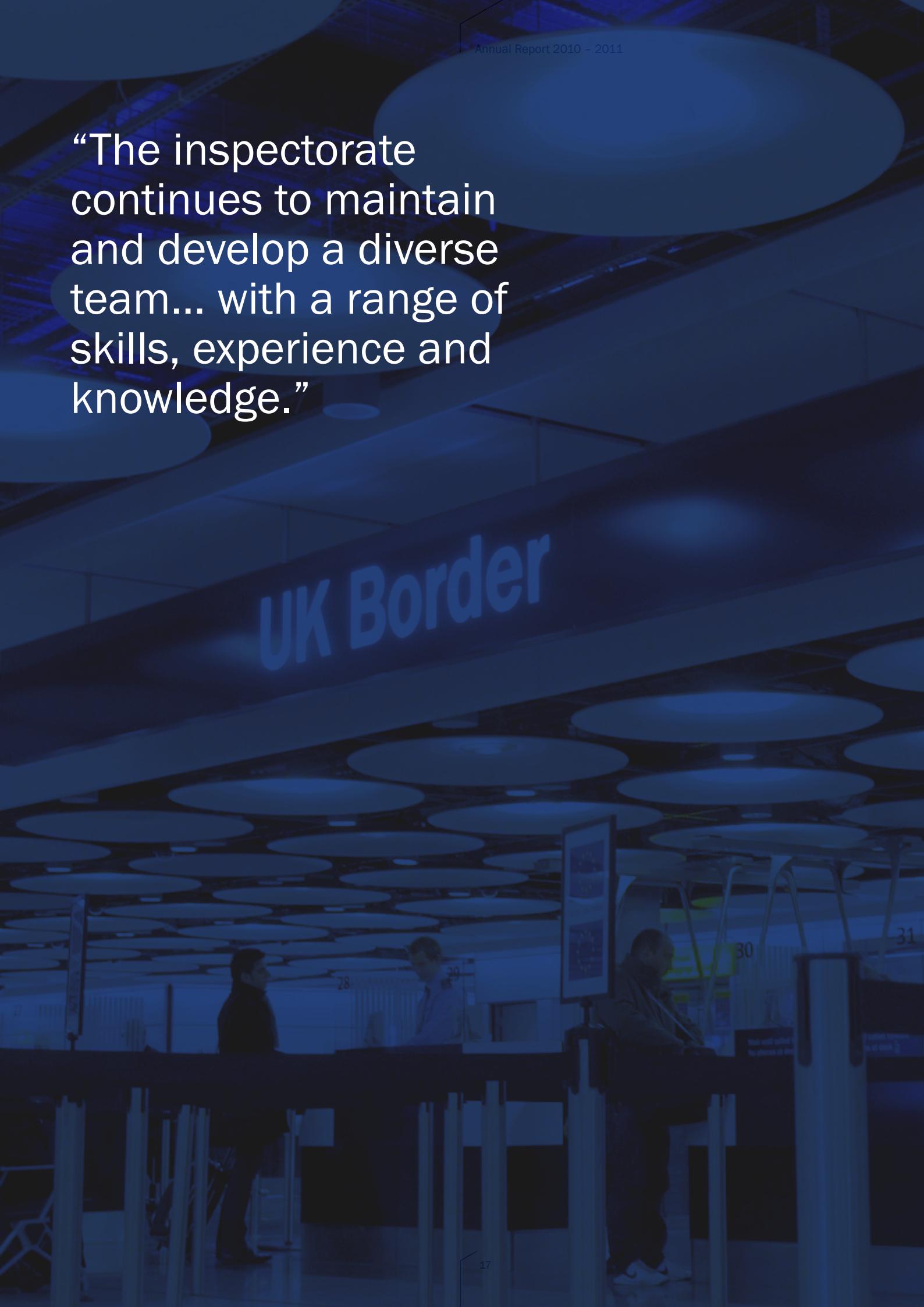
## Resources

Our budget for 2011-12 is just under £3 million, of which 75% is spent on direct inspection costs. The last year has seen the inspectorate continue to focus resources on its frontline operations by increasing the efficiency and streamlining back office support.

The period from October 2010 to October 2011 has seen us publish 19 reports covering a range of UK Border Agency operations both within the UK and overseas.

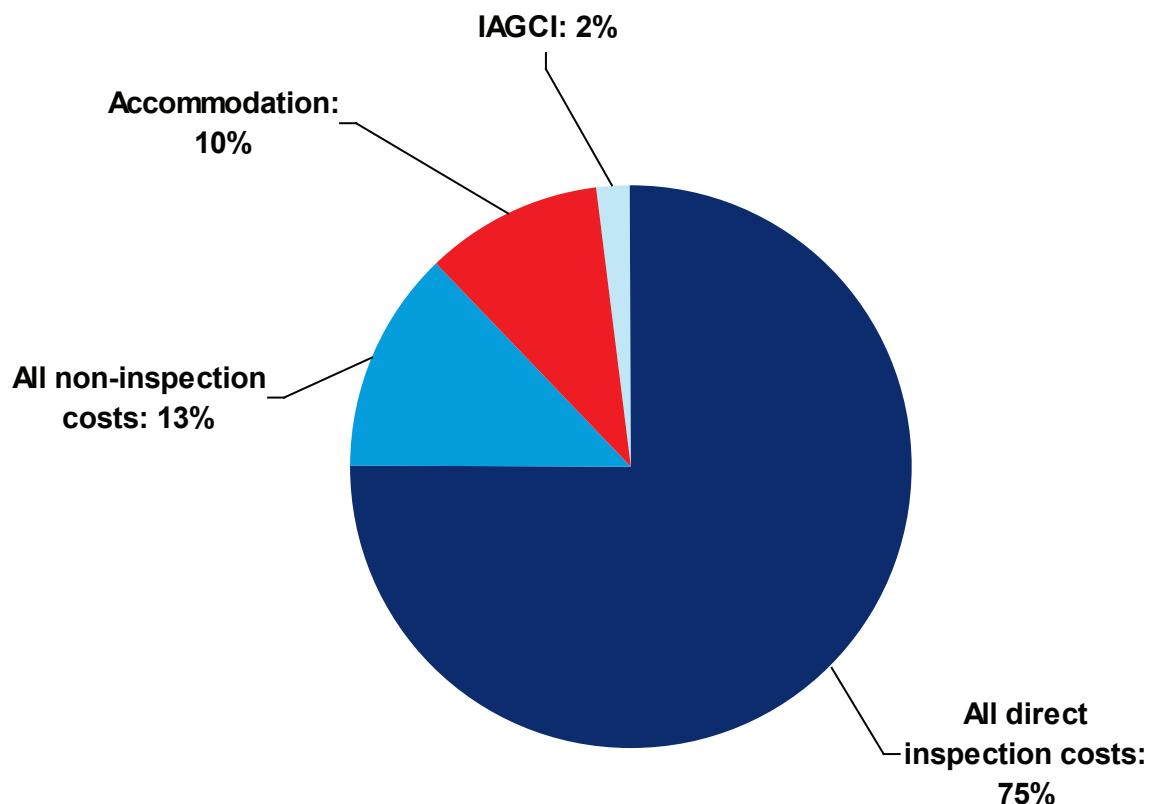
**Appendix 1 shows our expenditure for the 2010-11 financial year.**

“The inspectorate continues to maintain and develop a diverse team... with a range of skills, experience and knowledge.”



# Appendix 1

## Expenditure for the 2010-11 financial year



| Purpose                     | Expenditure (£) |
|-----------------------------|-----------------|
| All direct inspection costs | 2,225,881.51    |
| All non-inspection costs    | 328,838.49      |
| Accommodation               | 310,250.00      |
| IAGCI                       | 55,000.00       |

# **Appendix 2**

## **Reports published between October 2010 - October 2011**

### **Inspection Reports**

- An inspection of entry clearance in Abu Dhabi and Islamabad (November 2010).
- An inspection of the Risk and Liaison Overseas Network in Islamabad and the United Arab Emirates (November 2010).
- An Inspection of Nationality Group: Management of Applications for British Citizenship (November 2010).
- An inspection of the Command and Control Unit (November 2010).
- An Inspection of the Civil Penalties Compliance Team – Illegal Working (November 2010).
- Local Immigration Teams: The Change Management Process (December 2010).
- An inspection of border control at Manchester Airport (December 2010).
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- Evaluation of the Country of Origin Information Report on Eritrea (January 2011).
- Evaluation of the Country of Origin Information Report on Bangladesh (January 2011).
- Evaluation of the Country of Origin Information Report on Algeria (January 2011).
- Evaluation of the Country of Origin Information Report on Albania (May 2011).
- Evaluation of the Country of Origin Information Report on Iraq (May 2011).
- Evaluation of the Country of Origin Information Report on Pakistan (May 2011).



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